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RECOMMENDATION NO. 4

Plan and initiate an internal Office of Personnel training program for new careerists designed to give such careerists a knowledge of fundamental skills and of the Office of Personnel.

1. We are presently engaged in studying and developing a more structured program for providing a broader knowledge of functional skills to Personnel Careerists. While the Inspector General's recommendation specifies a training program for "new careerists," this project includes programs for all careerists and will be structured in a manner to provide the greatest amount of participation in the training sessions as possible. We have already identified a number of training topics and methods that might be used and we now propose to discuss these not only with Division Chiefs, but with a number of Personnel Careerists in order that the program will be most responsive to both managerial and personnel needs and interests.
2. Attached is a general outline of the project and an outline providing illustrations of content and possible approaches that could be used.
3. We will continue to report progress of action with regard to this recommendation.

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PROJECT: Additional Training of SP Careerists
Within The Office of Personnel

1. General

Although the SP Career Service actively utilizes existing training facilities, both internal and external, there are additional training needs to be met. Step 4 of the Personnel Movement and Management Program in the 70's requires each Career Service to consider what each of their professionals need to improve their potential for more responsible duties, including training. The establishment of additional training facilities within the Office of Personnel will facilitate compliance with Step 4, PMMP -- 70's, and should serve as an experience and possible model for other Career Services to consider. Moreover, the establishment of an expanded training facility will be responsive to the frequently expressed desire of SP careerists to participate in group discussions or forums dealing with mutual problems and interests.

2. Training Objectives

- a. To provide kinds of training specifically needed by individual SP careerists, as identified by supervisors or by the SP Career Board (e.g., in individual Developmental Gap Sheet).
- b. To provide needed training on a continuing basis to all careerists at all age levels.
- c. To establish a structure for bringing Personnel careerists together in order to increase their sense of involvement and to foster a sense of unity and professionalism.
- d. To increase the existing channels for providing timely information on new developments in personnel management, and to increase the flow of information among Personnel careerists, both in the Central Office and the components.
- e. To obtain the views and experiences of Personnel careerists throughout the Agency on prospective personnel policies and procedures.
- f. To develop a training structure and content that is practical, action-oriented, relevant, and timely.

3. Content of Expanded Training Program

- a. Prior to establishing the specific topics that should be considered, the views of division chiefs and a representative number of Personnel careerists will be solicited.

b. As illustrations, the following topics might merit consideration in individual training sessions.

(1) Headquarters/Field Case Processing and Preferred Methods for Handling (For example, "live" cases taken from the files on such subjects as emergency visitation and acute illness in the field.)

(2) New Developments in the Personnel Community

(3) Handling Disciplinary Cases or Poor Performance

(4) Personnel Programs and Priorities (Perhaps use the Delphi method to secure an inventory and consensus of the view of participating Personnel careerists.)

(5) Several Problem Solving Seminars on Subjects of Mutual Concern (as identified by SP careerists)

4. Training Arrangements

a. Training structure to be developed in OP; could encompass a variety of training techniques, such as problem solving seminars, games, case studies, in-basket activities, discussion groups, etc. Such training activities should be slanted toward insuring a maximum contribution from each participant.

b. Students to be Personnel careerists. Courses could average from three to twenty attendees.

c. Instructional staff to be SP careerists, assisted by OTR and PSS/OMS staff members in the research and development of the contents of courses.

d. Duration of courses would vary according to the subject matter and training approach, ranging from Headquarters located training and conference rooms

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POSSIBLE IDEAS FOR SP TRAINING PROGRAM AND TRAINING STRUCTURE

Training Purposes

Conceptualization of Personnel Management

Familiarization and Updating of Personnel Management in the Agency

Training Programs

New concepts in personnel community (inside and outside the Agency).

Agency personnel priorities.

Selected policy issues.

Behavioral theory

Summary of principal theories (OD, motivation, communication, etc.).

Critiques of principal theories.

Current issues in psychological field of interest to personnelists.

Selected presentations on personnel activities.

Headquarters/field case processing and preferred methods of handling (live cases developed from files on such subjects as emergency visitations, acute illnesses in the field, etc.).

Training Structures

Presentations and discussions.

Presentations, discussions, papers by individual participants and use of Delphi method (to secure an inventory and consensus of the views of participating Personnel careerists).

Open forum discussions.

Presentations, case studies seminars (with OTR & PSS/OMS participation).

Guest speakers from central OP and component personnel shops.

Group discussions led by invited speakers (Support Chiefs, Personnel Officers, etc.).

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Handling disciplinary or poor performance.

Case method and discussions led by knowledgeable officials.

Management by exception (guides and processing arrangements).

Presentations by SSA-DDS, DD/Pers, et. al.

CIA Position Management

Job and people labeling and matching.

Seminars led by PMCD and OPPB representatives.

CSGA and PRA administration.

Job similarities in different career fields.

The Personnel careerists and the computer age.

Joint presentations by SRB and SIPS representatives in OCS.

Selected visits by SP careerists (all levels) to OP orientations conducted by OP divisions.

Personnel Problem Solving

Subjects of mutual concern to be identified by SP careerists (some stress on inter-personal relations and communications).

Team and/or seminar approach with various training techniques -- case studies and simulations.

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